



## 開展亞裔承包商業務



## Brick by Brick

### INSIDE

Health Column \* Doubletree Hotel \* Chinatown Adventure Camp

## NEWS

## LOCAL

**Chinatown Trust Fund Committee Grants Relief**

On April 13, in a move to help resolve a dispute between the Chinese Consolidated Benevolent Association (CCBA) and the Asian American Civic Association (AACA) over rent payments and accumulated interest, the Chinatown Trust Fund Committee (CTFC) passed a resolution to give the AACA \$41,500 to pay its debt to the CCBA. The CTFC resolution required that the CCBA use the funds specifically for renovations of its property at 90 Tyler Street, where the AACA was based until its eviction on November 10, 1998. The sum will be disbursed to the CCBA from the CTFC upon their receipt of documents evidencing renovation expenses incurred by the CCBA. Of the apparent resolution of the matter between the two community organizations, Chau-Ming Lee, director of the AACA, said, "I thank both the Chinatown Trust Fund Committee for the grant and the CCBA for their cooperation in resolving this issue."

**Kwong Kow Chinese School and Chinese Consolidated Benevolent Association Meet in Superior Court**

The dispute between the Chinese Consolidated Benevolent Association (CCBA) and the Kwong Kow Chinese School (KKCS) returned to the Old Federal Courthouse on April 6. Previously, the KKCS gained an injunction on November 2, 1999 to forestall eviction and keep operating at 90 Tyler Street, which it shares with the CCBA, until June 31, 2000. This time the presiding judge heard arguments from both sides concerning the KKCS's motion for Summary Judgment on two claims against the CCBA. The first was to rule that the KKCS was independent of the CCBA and that CCBA does not have any right to control the operation

of the school. The second was to rule that a promissory note for \$249,250.68 given to the KKCS by the CCBA in July of 1984 should be honored. The judge acknowledged that the KKCS had documented proof of being a registered independent non-profit organization, and that the promissory note did exist. However, the judge withheld a decision, but assured a ruling by the end of the session in June.

**Census 2000 Grants Go to Minority Non-profits**

In order to assure a better count in this year's census, Secretary of the Commonwealth William Francis Galvin presented Census 2000 grants on April 6 to organizations that target minority communities. The money would provide each of the eighteen non-profits with resources to aggressively identify those individuals and households in need of assistance with filing out the appropriate data on the census questionnaires, and to be able to explain the purpose and benefits of the federal census in their native language. Of the organizations chosen, six directly serve the Asian community: Chinatown Business Association, Kwong Tung Association of New England, Chinese Womens Association of New England, Kwong Kow Chinese School, Boston Asian Y.E.S. Inc., and Vietnamese American Civic Association.

**United Way Bolsters Volunteering**

At the culmination of National Volunteer Week (April 9-15), the United Way awarded \$96,000 in grants to nine local agencies. From the Asian community, the Asian American Civic Association received grant money to hire a part-time volunteer coordinator, develop a mentoring program, and to increase neighborhood residents' participation as volunteers. The funds are made possible through United Way's volunteer Management Capacity Building Fund, which provides services to agencies with limited volunteer resources.

**Mayor Menino Opened Job Fair**

In an effort to reach out to Boston's diverse cultural and linguistic communities, Mayor Menino and the Mayor's Office of New Bostonians unveiled a new resource directory, the city's official diversity statement and the city departments' plans to improve access to city services before he opened the city's first Multicultural Job Fair on April 19. The fair, which ran from 3:00-7:00 p.m. in the City Hall lobby, focused on city employment opportunities; prospective employees were able to speak with representatives of numerous departments including the police, fire, schools, transportation, and others. The fair marked an effort by the city of Boston to make its workforce more reflective of the constituents it serves.

**Earnings up for Asian Community Bank**

On April 18, the Asian American Bank & Trust Company announced its first quarter earnings of \$83,237, which is a improvement over the \$466,342 reported at the end of the same period last year. The bank, which is the only independent commercial bank to serve Asian Americans, new immigrants and other ethnic communities, has branches in Chinatown, Brookline/Allston, and in Somerville's Union Square.

**Boston Main Streets Unveils Guidebook**

Menino and Boston Main Streets hosted the *National Town Meeting on Main Street 2000*. Over 1500 people attended the conference on April 2-5 at which Boston Main Streets introduced a new publication "Beyond Baked Beans: Discover Boston Main Streets." The guidebook is designed to encourage residents and visitors to explore Boston's neighborhoods beyond downtown. The book contains maps, directions, places of interest, types of restaurants and other details about 19 Boston Main Streets neighborhoods. "Beyond Baked Beans" is a free publication of the city of Boston.

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## COVER STORY

## Brick by Brick

## Chinatown Contractors Build Their Businesses

By Eric William Schramm

Beeping trucks, girder and concrete skeleton. billowing dust and teams of men in hard hats.

Chinatown is under construction. Not only are buildings rising into the skyline though. Chinese construction companies are busy increasing their experience in hopes of becoming more active in the new boom in development throughout Chinatown and the Boston area.

However, for small contractors and subcontractors to be able to pounce on bids when they appear, they need to surmount several obstacles, the foremost being the language barrier. Subsequent hurdles include bonding and having a management system in place that can handle the administrative paperwork that comes with new contracts.

These obstacles have shadowed Chinatown contractors from the beginning. In 1985, when George Chin began Crosswinds Enterprises, he was faced with how to overcome these difficulties. According to Chin there was a lot of competition among contractors, "sometimes four to five [companies] went for the same jobs." Heavy competition and underbidding forced some companies to go under.

Chin considers good management to be what separated his company from the others. "We looked at everything. We had tight management, which allowed us to see what would work and what wouldn't," he said.

Even so, success didn't come easily.

"For the first few years we were hardly able to earn our own salaries. We took things step by step to get our cash flow going," said Chin.

Another company that found success in the mid-eighties and continues to thrive is Ng Brothers Construction. Timmy Ng and his three brothers also started their company in 1985. Previously, they had a remodeling business in Hong Kong for ten years. They were the only remodeling company in Chinatown at the time, but that did not guarantee success.

"It was difficult because at the time nobody trusted Chinese contractors. In the Chinese community people hired American contractors or they did the work themselves. They thought Chinese didn't know construction," said Ng.

Despite the initial lack of trust, the Ng brothers found small jobs. Similar to Chin, the most important component to the Ngs' success was management. Their previous experience and the fact that four brothers were involved helped them where others failed.

Regarding good management technique, Ng pointed to two things that have been important to his company's success: "I concentrate on the job I'm working on, and take responsibility for it," Ng said, adding, "You should treat the restaurant or house as your own, then you'll do a good job."

The present and future of contractors and subcontractors in Chinatown depend on their ability to get beyond the aforementioned obstacles, as Chin and the Ng brothers continue to do.

## Help is here

One way to facilitate a better future is to pool resources and raise awareness of what aid is available to small construction companies. The community got closer to these goals on February 15, when the Asian Community Development Corporation (ACDC) and The Chinatown Coalition (TCC) held

"How To Take Advantage of the Boston Building Boom," a workshop for Asian contractors.

"This is great! In the 15 years I have been in the construction business, there was never any resource like this for Asian contractors," exclaimed Chin.

The workshop was designed to inform Asian contractors of the opportunities in subcontracting for larger construction projects, as well as the steps nec-



**Talking about the boom.** Gene Chang, Ann Wong, George Chin and Jack Hubbard (from left to right) discuss opportunities and challenges for Asian contractors in Boston during the "How to Take Advantage of the Boston Building Boom" workshop held on Feb. 15.

essary to win those contracts. The workshop grew out of discussions at the TCC's Economic Development Committee. Committee members from the Chinese Progressive Association (CPA), Asian American Civic Association (AACA), ACDC and others felt that Asian construction companies were not represented in the current construction boom in Boston.

More importantly, the smaller companies were not receiving any assistance to compete with other firms for subcontracting jobs. Although there is plenty of construction work within the Chinese community, there are also increasingly more new small construction companies vying for the same number of jobs, as was the case in the eighties.

Competition in a small market among Asian contractors often leads to depressed prices through underbidding. Having access to a larger market, such as subcontracting with a larger firm in a major development project like Millennium Place, would be one of the keys to the overall health and growth of Asian construction companies.

Cheng Hing Choi, a subcontractor who attended the workshop, was interested in finding out what resources might be available. "I have a busy work schedule, but I need to have bigger jobs so I can grow from just 2 to 3 guys," he said.

## The troublesome three

Successful access to the bigger jobs lies in navigating through the three aforementioned obstacles that loom before Asian contractors and subcontractors.

Lack of English skill is often a major barrier. It was so for the Ng brothers when they started their business. "When we came here we didn't know a lot of English. We didn't even know [the names] of the materials and tools or where we could get them. There was no other Chinese remodeling company to learn from. We had to do everything by ourselves," said Ng. To improve his English, Ng took a class at the Asian American Civic Association (AACA). The AACA offers classes for 4 skill levels in 3 sessions which last 12 weeks apiece. The Chinese Progressive Association (CPA) and the

Action for Boston Community Development (ABCD) also provide ESL classes. Ng mentioned the key to improved English: "I learned from practicing every day."

Once the language barrier is surmounted, companies run into the frustrating issue of bonding, which is required for larger construction jobs or when working as a subcontractor. Bonding, according to Davida Craig, director for the State Office for Minority and Women Business Assistance (SOMWBA), is simply insurance. Bonding assures that the contractor will be able to carry out their duties, and if they can't, their bond insurance will cover the shortfall.

Despite a strong track record, Crosswind Enterprises still struggles to get the bonding that will allow them to take on bigger jobs.

"For us, it's difficult to get good bonding. We need to go step by step. The bonding companies go dollar for dollar for small companies. If you need a bond for a million dollars, then you need [to have] a million dollars," said Chin.

Getting bonding for bigger jobs is also a problem for the Ng brothers. They can procure bonding for jobs in the range of \$1-2 million dollars. But, there seems to be a glass ceiling.

"We get a lot of invitations to bid for big jobs [in the \$5-10 million dollar range], but we don't get the bonding," said Ng, adding, "You have to work your way up to better bonding." The way to get better, higher bonding is to provide insurance companies with strong financial statements and a good track record. Past experience is key. Proof that one's company has been active recently, has completed larger jobs, and has been bonded before can convince insurer's to give needed bonding.

The third obstacle is management. Working in isolation and lacking professional support, a small contractor like Choi can easily be intimidated by all the rules, cash flow problems and requirements that come with bigger contracts. Chin has struggled with similar problems.

There is a lot of paperwork included in the bidding process. Making sure that the requisite paperwork and financial statements are in order are ways through which small contractors like Chin's company have built reputations as quality contractors. This is especially important for getting contracts from the state, with whom Crosswind Enterprises does the most business.

However, for small companies, there is a catch to working on public projects. While it's easier for them to procure small contracts due to their size and minority status, it is difficult to deal with the mounds of paperwork required by government projects.

"The paperwork required by the state and city can snap a small company," said Chin, adding, "You need one to two full-time employees to do the

*Continued on p. 4*

## For More Information Call:

Asian Community Development Corporation  
(617) 482-2380: business planning, market access, loans  
Massachusetts Alliance for Small Contractors  
(617) 574-9210: practical business courses  
Massachusetts Community Development Finance Corporation (617) 482-9141: bonding assistance  
Minority Business Assistance Center  
(617) 287-7750: management consulting  
State Office of Minority and Women Business Assistance  
(617) 973-8692 [www.state.ma.us/somwba](http://www.state.ma.us/somwba): minority and women business certification  
[www.comm-fass.com](http://www.comm-fass.com): listings for available contracts

## The Sampan

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Printer: Graphic Developments, Inc.

The Sampan is New England's only bilingual English-Chinese newspaper and is published on the first and third Fridays of the month. It is nonprofit and nonpartisan. Founded in 1972, it is published by the Asian American Civic Association and is the oldest newspaper of its kind in the U.S. The Sampan is distributed free in Chinatown and the Greater Boston area, as well as to subscribers in 20 states. All donations to the publication are tax-deductible.

Submissions: Articles, letters to the editor, calendar events and others should be mailed to Editor, The Sampan, 200 Tremont St., Boston, MA 02116 or faxed to (617) 482-2316.

Subscriptions: \$30/year (3rd class mail); \$60/year (1st class mail). Direct requests to Evelyn Tang, x206.

Advertising: \$10 per column inch; \$160 per quarter page; \$290 per half page. Surcharges apply for translation and/or typesetting. Discounts are available for long-term advertisers.

## COVER STORY

**Contractors, Continued from p 3.**

paperwork." Furthermore, small companies are also limited in the scope of jobs they can handle. The bigger jobs that promise higher returns also bring with them greater amounts organization. "It's not worth the overhead before the job even starts," commented Chin.

Another strain on management when it comes to public projects is that payment is often delayed from three to six months, which creates cash flow problems.

In the end, between bonding woes and management challenges, it's difficult to get out of the community to look for new contracts besides those connected to government.

"It's hard to get out of the community. The other companies don't pick minority companies. We need to compare our bidding and workmanship [with other non-minority companies] and give a lower price. Without that, no minority company could get jobs," said Chin.

**Certification is key**

Although bonding and management problems are a constant for small contractors in Chinatown, there are resources available to help these fledgling companies.

Having built his company into a 30-employee, multi-million-dollar business using a number of city and state resources for minority contractors, Chin categorically advises any young contractor to take advantage of the assistance programs the city and state have to offer. He said he believes that getting certified as a minority business gave him a chance to grow and make some headway outside of the Chinese community.

SOMWBA offers the all-important certification for minority and women's businesses. One major advantage of being certified is that minority and women's businesses are given preference when bidding for certain state or city contracts.

"The process is not as lengthy as you might have heard. If you have all the information about your company in good order, the turnaround can be as little as 30 business days," said Craig.

Required information includes documentation that demonstrates at least a 51% ownership by the minority partner(s), and the company's past financial statements.

A necessity for all potentially certifiable businesses; therefore, is to start keeping good financial and business records early. Pre-certification workshops are also held five to six times a month (two of workshops are held in Boston) to help demystify the process. SOMWBA's Web site (see sidebar on p.3) lists companies that are certified and offers online registration for workshops.

On the importance of certification, Craig said, "Certification is a marketing tool. It's designed to enhance the contractor's ability to get contracts. [However], there is no guarantee. Hopefully, it makes [certified companies] more attractive."

**Loans and bonding**

The Community Development Finance Corporation (CDFC), a quasi-public state agency, offers a Bond Support Program and small loans. Chin's company has benefited from both offerings. Seven years ago, he received a loan and the bonding program helped him get some of the bonding he has needed.

"The CDFC program . . . provided us with good technical assistance and gave us the start. [Once bonded], we could get in line [for major contracts] and no one could ignore us," Chin said.

"Everyone is eligible to get bonding," said Joan McDuff, of ABLE Associates, a SOMWBA-certified

company specializing in bonding for small construction companies. "We look at every case individually and try our best to facilitate the bonding. There are companies out there willing to make that deal. It is our job to bring them to the client." Bonding may require the contractor to put in 10% cash collateral, and the fee can be 1-3% per year.

**Better management and cash flow**

Mr. Chin also utilized services offered by the Massachusetts Alliance for Small Contractors (MASC). Membership gave him access to information on how to make his management of his company more efficient. Joyce Foster, acting education and training manager, explained that the courses MASC offer are practical and economical, ranging in subject matter from using Quickbooks accounting software to job costing.

"Joining the Massachusetts Alliance for Small Contractors is the best investment I made when I first started," Mr. Chin echoed.

Another resource helpful for improving management and cash flow for minority companies was presented at the workshop by Brian Maddox, Loan Officer for the Urban Initiative Fund (UIF). The UIF provides low fixed-rate term loans as well as lines of credit at around 7% interest currently or up to \$100,000 to minority businesses with annual sales less than \$500,000. Loan proposals are evaluated on need, potential return on investment, cash flow, and soundness of growth strategies.

Additionally, Asian contractors can seek help with their management system at one of the state, Small Business Association and university funded Small Business Development Centers located at community and state colleges throughout Massachusetts. Locally, there are centers at University of Massachusetts-Boston (the Minority Business Assistance Center) and Boston College. Small businesses may go to the centers for management consulting services in areas such as business planning, loan applications, market research and procurement. They offer seminars and workshops.

While the obstacles that Asian contractors face may never quite disappear, they can at least access some of these resources to better prepare for what difficulties they may face. Yet, in order for them to get out of working solely within the community, major contractors need to become more receptive to these Asian companies. With Supreme Court rulings loosening affirmative action requirements for mandatory minority business participation in government funded projects, the goals for minority participation in such projects around Boston have become more flexible.

In fact, percentages are now fixed on a project-by-project basis depending on such criteria as the demographics of the location of projects. For instance, the Mass Turnpike project has a goal of 10-13% for minority business involvement. Only time will tell what this flexibility will mean to minority businesses.

**Building a unified voice**

Having gone through his struggles, Chin is ready to give back to the community. He believes that by providing young, ambitious contractors with timely information, mentoring, technical assistance and financial resources, they can all succeed like he did.

In a follow-up meeting after the February workshop, Chin proposed the formation of an association for Asian contractors that would provide information on upcoming development projects, especially those in communities with large Asian populations; networking opportunities; and peer-to-peer learn-

ing. It also would advocate for Asian contractors and workers in the building trades and create a unified voice for this sector.

"We will make sure that if we work with these contractors, they are getting the follow-up support that they need," said Douglas Ling, Director of Economic Development of ACDC. "We need to change the behaviors of developers and general contractors so that they will commit to hiring more local subcontractors from the community. We need to break down barriers for Asian contractors and help prepare them so they can compete equally with everyone else, not just among Asians."

Douglas Ling contributed to this article.

## SIDEBAR STORY

*Preparing Workers for the Boom*

by Douglas Ling, director of economic development for the Asian Community Development Corporation (ACDC)

With development projects booming in and around Chinatown as well as in South Boston, Asian contractors are not the only ones interested in new work opportunities. Skilled construction laborers are hoping to find work with Asian or other construction companies. However, there are impediments for these people, as well.

"It's not easy for people whose English is not good. We have people with construction experience from Hong Kong, but they aren't familiar with American procedures and safety requirements. Their [lack of] English keeps them out," said Lydia Lowe, executive director of the CPA and member of the TCC Economic Development Committee.

In order to get Asian workers into union apprentice programs, the Coordinator of TCC, Gene Chang, a retired union electrician, volunteered at the CPA once a week last fall to assess workers in the building trades who were looking for work or training programs. Chang interviewed 32 workers and placed 8 into the Apprentice Preparedness Program. Three of the graduates have taken the apprenticeship examination and only one has since found a job.

"What happens when they leave the program? Will they be able to find jobs with mainstream construction companies?" asked Lydia Lowe. Later, Lowe explained that part of the reason why these men have had trouble finding work was that there are limited openings in the unions and infrequent recruitment periods. So, workers may need to find other jobs as they await the next recruitment period.

"It is also important to create access to construction jobs for community members. By increasing the capacity of small Asian contractors, we increase employment opportunities in the construction trades for the community — opportunities which usually offer good wages and benefits," said Beverly Wing, coordinator of the TCC. So TCC committee members have been discussing programs that can provide continuous support to workers and companies on issues such as training, certification, financial management and networking.

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## HEALTH

## Colorectal Cancer Can Be Prevented

*The Asian Health Collaborative (AHC) is a health-education project of six community organizations. AHC is the sponsor of this series of six health columns, of which this is the fifth.*

**Colorectal (ko-lo-rek-tul) cancer, (n.)** 1. Cancer that affects the colon and/or rectum, which are both part of the large intestine.

What's the most important thing to know about colorectal cancer?

You can prevent colorectal cancer!

Colorectal cancer kills over 55,000 Americans each year. Lung cancer is the only cancer that kills more people.

Anyone can get colorectal cancer, but it usually strikes men and women over the age of 50.

The good news--colorectal cancer is one of the most preventable cancers. No matter what your age, there is a lot you can do to lower your risk of getting the disease.

**TESTS TO LOWER YOUR RISK OF COLORECTAL CANCER:**

**Get tested for colorectal cancer regularly after age 50.**

The best way to prevent colorectal cancer is to have screening tests done on a regular basis after age 50. These tests can find non-cancerous tumors called polyps (pol-ups), that sometimes turn into cancer. By finding them early and having them removed, you can prevent cancer from starting. The screening tests aren't as uncomfortable as you might think, and the benefits make them well worth it.

What test do you need?

There are many colorectal cancer screening tests. Talk to a health care professional about which ones may be right for you.

**Tests done at home:**

Fecal Occult Blood Test (FOBT) every year

**Tests done at a hospital or doctor's office:**

Sigmoidoscopy (sig-moyd-os-ko-pee) every 3-5 years

Colonoscopy (colon-os-ko-pee) every 10 years

Barium Enema (bare-I-um en-e-ma) every 10 years

**WARNING: YOUR LIFESTYLE MAY CAUSE COLORECTAL CANCER**

**What lowers your risk the most?**

Getting regular screening tests

Being more physically active

Eating less red meat

Taking a multivitamin with folate every day

**PILLS AND COLORECTAL CANCER:**

**Aspirin**

Taking a single (325mg) on most days of the week can lower your risk of colorectal cancer. Aspirin can also have serious side effects for some people. Talk to a health care professional before you start taking it regularly.

**Birth control pills and post-menopausal hormones**

Taking birth control pills or post-menopausal hormones can lower your risk of colorectal cancer. But, they both have positive and negative effects on health. Talk to a health care professional about how they may effect you.

**WHAT'S OUT OF YOUR CONTROL?**

There are some things out of your control that can raise your risk of colorectal cancer. If one of these applies to you, tell a health care professional. Together, you can plan ways to protect yourself from the disease through screening tests and a healthy lifestyle.

**Family history of colorectal cancer**

Having a relative who has had colorectal cancer raises your risk. The closer the relative is to you on the family tree, the higher your risk.

**Inflammatory bowel disease**

Having inflammatory bowel disease (like Crohn's disease or ulcerative colitis) for 10 or more years raises your risk.

**FOR MORE INFORMATION ON COLORECTAL CANCER, CONTACT:**

National Cancer Institute  
1-800-4-CANCER  
www.nci.nih.gov

American Cancer Society  
1-800-ACS-2345  
www.cancer.org

Harvard Center for Cancer Prevention  
Colon Cancer Risk Index  
www.hsph.harvard.edu/colonrisk

*This information was developed by the Harvard Center for Cancer Prevention, Harvard School of Public Health. For the Massachusetts Colorectal Cancer Working Group.*



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## CALENDAR

**Apr. 24, (Mon.), 12-2 p.m.:**

The Institute for Asian American Studies will hold its **Spring Research Symposium** in the Wheatley Student Lounge 4/F at University of Massachusetts Boston's Wheatley Hall. The forums are free and open to the public.

**Apr. 25, (Tues.), 6-8 p.m.:**

Boston Connect, Inc.--**Empowerment Zone Board Meeting** will be held at the Boston Empowerment Center, 20 Hampden Street, in Roxbury. For more info call: (617) 445-3413.

**Apr. 25, (Tues.), 4-7 p.m.:**

A **Diversity Job Fair** (spotlighting jobs in conservation, education and the arts) will be held at Symphony Hall located at 301 Massachusetts Avenue, Boston. Note: Bring multiple copies of your resumes. For directions call: (617) 638-9482.

**Apr. 25 (Tues.):**

Register for a Spring Community Course titled **Meals & Medicine Unite: Cooking with Chinese Herbs** at the New England School of Acupuncture. For registration and information call Continuing Education at (617) 926-1788 ext. 5.

**Apr. 26 (Wed.), 10:30 a.m.-**

**12:30 p.m.:** The AACA will sponsor a community workshop--**How to be a Good Parent**--at their offices at 200 Tremont Street, Boston. The workshop will be presented in Cantonese, and will be free and open to the public. for more info call: (617) 426-9492.

**Apr. 27 (Thur.), 6-7 p.m.:**

The Big Sister Association of Greater Boston will hold a **volunteer information session** at its Boston office located at 161 Massachusetts Avenue, 2nd floor. For more information call: (617) 236-8060.

**Apr. 30, (Sun), 11:30 a.m.-**

**4:00 p.m.:** The Wang YMCA of Chinatown will hold their **Millennium March**, celebrating the new YMCA. Meet at the Bubble located at 56 Tyler Street.

**May 2, 3 (Tues., Wed.) 7**

**a.m.-7 p.m. and 6 (Sat.) 10**

**a.m.-4 p.m.:**

The DoubleTree Hotel and the AACA will jointly sponsor a **Job Fair** for new positions like guest service agents, room attendants, housekeeping supervisors, maintenance, food & beverage, and in other areas at the hotel. Apply and interview at AACA offices at 200 Tremont Street, Boston.

**May 5, (Fri.), 6-12 p.m.:**

The 14th Annual Asian American Unity Dinner will be held at Boston Park Plaza at 64 Arlington St. Boston. For tickets call: (617) 630-9822.

**May 6, (Sat.), 1 p.m.:**

The Chinese Progressive Association will offer **resume preparation help** at 33 Harrison Avenue, 3rd floor.

**May 12, (Fri.), 11:00 a.m.-**

**3:00 p.m.:** The Chinatown Coalition and the Asian Community Development Corporation will hold their annual **Job and Job Training Fair** at the Transportation Building at 10 Park Plaza, Boston. For more info call: (617) 482-2380.

### Arlington Public Schools Anticipated Openings 2000-2001

**Administrators**

- Principal, K-5
- Library-Media Lead Teacher, K-12 (.4 Admin/.6 Teacher)
- E.S.L. Coordinator, K-12 (stipend for After-School duties)
- Preschool Director (lab Preschool at High School)
- Chief Financial Officer & Planner

**High School**

- Art 0.40
- Reading/ESL
- English

**Middle School**

- English
- Reading
- Family & Consumer Science P.T.
- Science
- Spanish

**Elementary**

- Library-Media
- Spanish

**Other**

- Asst. Teachers: Title I, Reading, Library-Media
- ESL Tutors, K-8

Send Letter & Resume to:

Kathleen F. Donovan, Supt.  
Arlington Public Schools, P.O. Box 167  
Arlington, MA 02476  
Fax: 781-316-3509

Arlington is an EOE and is seeking minority candidates.  
You are invited to Self-Identify Race/Ethnic

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### MASSACHUSETTS BAY TRANSPORTATION AUTHORITY TRANSPORTATION BUILDING 10 PARK PLAZA, BOSTON, MASSACHUSETTS 02116-3975

#### NOTICE TO BIDDERS

Sealed bids for MBTA Contract No. E02CN20, WASHINGTON STREET RECONSTRUCTION, BOSTON, MASSACHUSETTS, (CLASS OF WORK - Massachusetts Highway Department (MHD) HIGHWAY CONSTRUCTION, PROJECT VALUE - \$183.00) will be received by the Deputy Director of Design and Construction, Contracts, at the Contract Administration Office, 5th Floor, Room 5610, Transportation Building, 10 Park Plaza, Boston, Massachusetts, 02116-3975, until two o'clock (2:00 p.m.) on May 23, 2000. Immediately thereafter, in a designated room, the Bids will be opened and read publicly.

Work consists of: Reconstruction of the Washington Street Corridor from Dudley Street in Roxbury to Avenue De Lafayette downtown, a total of 3460 meters. Work includes reconstruction of roadways and sidewalks, curbing, sewer, water and drainage improvements, traffic signals, street lights, new passenger stations, rehabilitation of the Washington Street Bridge over the Turnpike, reconstruction of underground area ways and all other related work.

#### BIDDERS PLEASE NOTE - This Contract is organized as follows:

1. All bidding, contract requirements and Division I General Requirements shall be in accordance with MBTA (the Authority) Standards and Procedures.
2. Actual construction shall be in accordance with Massachusetts Highway Department (MHD) Construction Standards as specified in the Construction Specifications.
3. Resident Inspection shall be by the MBTA Construction Division.

Bidders must be prequalified by the Massachusetts Highway Department in the following categories to bid on this project: **HIGHWAY CONSTRUCTION**

Each prospective bidder proposing to bid on this project must be prequalified in accordance with the MHD's "Prequalification of Contractors and Prospective Bidders." Copies of this document may be obtained from the MHD at Ten Park Plaza, Room 7373. Requests for prequalification for this Project will not be accepted by the Authority after the fourteenth (14th) day preceding the date set for the opening of bids.

Contractors intending to bid on this project must first obtain Request for Proposal Forms from the Prequalification and Contract Office, Room 7373, Ten Park Plaza, Boston, MA, which must be completed and submitted to the MHD Construction Contracts Engineer for approval. Upon approval, prospective bidder will be entitled to receive an official MBTA numbered non-transferable Bid Form.

The low bidder must comply with documentation requirements referred to in Article 1.12, COMPETENCY OF BIDDERS.

Bidding documents may be obtained Monday thru Friday, 8:30 a.m. to 4:00 p.m. beginning on April 20, 2000 from the MBTA Contract Administration Office at the address above, at a charge of \$300.00 per copy. The Authority's STANDARD SPECIFICATIONS, BIDDING AND CONTRACT REQUIREMENTS AND DIVISION 1 - GENERAL REQUIREMENTS dated November, 1983, is available at a charge of \$5.00 per copy. Bidding documents will be sent upon request and receipt of an additional fee of \$15.00, payable by separate check. Bidder may obtain the 1995 Massachusetts Highway Department *Standard Specifications for Highways and Bridges* (METRIC EDITION) including current supplements, at MHD at a charge of \$45.00 per copy at the cashier's office, Room 5441. Bidding documents will be forwarded by Air Freight, where such service is available, at the expense of the plan holder. NONE OF THESE CHARGES ARE REFUNDABLE.

Bidders attention is directed to Appendix 1, Notice of Requirement for Affirmative Action to Insure Equal Employment Opportunity; and to Appendix 2, Supplemental Equal Employment Opportunity, Anti-Discrimination, and Affirmative Action Program in the specifications. In addition, pursuant to the requirements of Appendix 3, Disadvantaged Business Enterprise (DBE) Participation Provision, Bidders must submit an assurance with their Bids that they will make sufficient and reasonable efforts to meet the stated DBE goal of 17 percent.

Bidders will affirmatively ensure that in regard to any contract entered into pursuant to this solicitation, minority and female construction contractors will be afforded full opportunity to submit Bids and will not be discriminated against on the grounds of race, color, religion, sex, age, or national origin in consideration for an award.

Bidders will be required to comply with Federal Equal Employment Opportunity Regulations and the President's Executive Order No. 11246 and any amendments or supplements thereto.

A prebid conference will be held on May 10, 2000 at 10:00 a.m. at 10 Park Plaza, 2<sup>nd</sup> Floor, Conference Room 6. Prospective bidders needing information may contact the office of the Project Manager, Mr. George V. Hines at 617-222-4332. Any request for interpretation of the Plans and Specifications must be submitted in writing at the same time.

Bidders will be required to certify as part of their bids that they are able to furnish labor that can work in harmony with all other elements of labor employed or to be employed on the work.

This Contract is subject to Federal wage and hourly laws and minimum State wage rates as well as all other applicable labor laws.

Bidders are advised that the "Buy America" provisions of the Surface Transportation Assistance Act of 1982 (Pub. L-97-424) as amended, apply to any Contract, procurement or agreement which results from this solicitation.

Bid Guaranty shall consist of a bid deposit in the amount of five (5) percent of the value of the bid, in the form of a bid bond, cash, certified check, treasurer's or cashier's check.

The successful Bidder shall be required to furnish a Performance Bond and a Labor and Materials Payment Bond each for the full amount of the Contract price.

The Authority reserves the right to reject any or all Bids, to waive informalities, to advertise for new Bids or proceed to do the work otherwise, as may be deemed to be in the best interests of the Authority.

This information may be viewed at the MBTA website: <http://www.mbta.com/info/>

Plans and specifications may also be viewed at the following locations:

Massachusetts Alliance for Small Contractors  
One South Station - 3rd Fl.  
Mail Stop 01302  
Boston, MA 02110

Women's Business Enterprise Alliance  
P.O. Box 132  
385 Blue Hill Drive  
Westwood, MA 02090

### MASSACHUSETTS BAY TRANSPORTATION AUTHORITY

Date: April 7, 2000

By: Kevin J. Sullivan  
Secretary and MBTA Chairman

Robert H. Prince, Jr.  
General Manager

## CITY

# New Hotel to Bring Feng Shui and Profits?

By Maria Rodriguez Gil

When visitors and guests first walk into the lobby of the new DoubleTree Club Hotel in Chinatown, set to open this June, they will find themselves in a Feng Shui-correct lobby featuring a Chinese meditation garden, a freestanding fountain to encourage wealth and abundance and a floor design in accordance with Feng Shui principles to reduce visitors' anxiety.

That's the trend among developers in Chinatown lately: to give their businesses a local flavor, to not "exclude" the community, to ease local residents' anxiety about development raising local rents and prices, forcing locals to move to the outskirts and diluting the long tradition of Chinese culture in this, one of the largest and oldest Chinatowns in the U.S.

"We want to get along with the community," says Matt Kenney, general manager of the new 268-room DoubleTree property, which is being built adjacent to the recently inaugurated Wang YMCA of Chinatown. The hotel's guests, through a special arrangement with the YMCA, will have access to its facilities.

Kenney Stresses the importance to DoubleTree of maintaining a business with economic solvency without alienating the local community. He says the hotel will be competitive with other mid-price hotels, at about \$130 for the most economical rooms to \$270 for the most expensive.

The targeted market for the hotel will be predominantly corporate, although the leisure segment will also be important, says Kenney, pointing out that the property's location provides tourists with easy access to a variety of points of interest, including historic Chinatown itself, the Theater District, the Boston Common and the Freedom Trail, for instance.

Worries about "gentrification" as a result of projects such as this one are dismissed by Kenney, who argues that this project is sure to bring prosperity to local residents and businesses.

"We won't be like the Tremont Hotel," he says, "renting rooms by the hour. The better our clientele, the more business it will bring to Chinatown," he says.

For DoubleTree, it's a coup, it seems, as well as a good deal: a prime location right in Boston, where the struggle for land gets tougher by the year and at a reasonable cost because part of the deal was for Corcoran Jennison Companies, the developer, to include the YMCA in its rehabilitation plan for the Don Bosco School.

Travelers to Boston, because of the severe shortage of hotel rooms, are pushed to outlying hotels. "We'll

be bringing 500 more people into Chinatown that would've gone to benefit the outskirts otherwise," says Kenney.

In addition to all this, Kenney stresses, the hotel will provide job opportunities for Chinatown residents. In early March he started hiring managers.

"Our preference is to hire locally and train people to grow," he says. The new hotel's front office manager, for instance, is from Chinatown. "I'll put my best foot forward to hire as many locals as possible."

To that end, DoubleTree is collaborating with the Asian American Civic Association (AACA) to help train local residents for jobs. DoubleTree also will hold job fairs at AACA's offices at 200 Tremont Street May 2-3 from 7:00 A.M. to 7:00 P.M., and May 6 from 10:00 A.M. to 4:00 P.M.

According to Tamar Axelrod, DoubleTree's human resources director, the extended job fair hours are intended to make it more accessible to those with unconventional working hours.

Regarding hiring goals, Kenney says, "Our hope is to have about 60-70% of the initial workforce to be of Asian descent."

Kenney says he'll be looking for potential employees who "are not timid and enjoy interacting with people. We could teach them the skills."

In addition, Kenney says, the hotel will make space available at affordable rates to local groups and organizations for their meetings whenever the space is not booked.

"We would be glad to host local meetings here. It's not fair nor is it good business practice to charge the maximum rate, because we can help each other," he says.

The hotel will feature conference rooms, a full-service

business center and boardrooms, as well as computer workstations in the lobby for traveling businesspeople. Kenney describes it as "Boston's new small-meeting hotel."

For the leisure traveler there will be a low-cost "Dream Deals" program through which tourists can get a lower room rate for weekend visits.

The DoubleTree Club Hotel in Chinatown is one of three new hotels to come to Chinatown in the next two years. The Loews and the Ritz are the other two, and could indeed bring to local residents the chance to work in their own neighborhood and get training in the hospitality industry.

The real proof of DoubleTree's commitment to the community will appear once the jobs have been filled. Martha Tai, project coordinator for the Campaign to Protect Chinatown, is an interested observer.

"We have to wait and see how the DoubleTree hotel will go about hiring and training people from the Chinatown community. It would be great if they hired people for jobs ranging from maintenance to managerial and administrative positions," she says, adding, "But, we must remember that traffic will still be a major problem in the area."

## LEXINGTON PUBLIC SCHOOLS

### 2000-2001 Anticipated Vacancies

#### High School

Grade 11 Chemistry  
Grade 12 Physics  
Grade 10 Biology  
English  
Alternative History/English  
Alternative Science/Math  
Resource Teacher  
Therapeutic coordinator  
0.6 FTE Spanish  
Mathematics  
Driver Ed Director  
Driver Ed Instructor

#### Middle School

Science  
Social Studies  
Librarian  
0.8 FTE Learning Center  
0.7 FTE Visual Arts

#### Elementary

Guidance Counselor  
Speech Language Pathologist  
Intensive Special Needs  
Spanish/Spanish bilingual (x 6)

Send letter, resume, 3 references, copies of certificate & transcripts to Dr. Frank Cummings, 1557 Mass Ave, Lexington, MA 02420. Fax 781-863-5829, email [HRresources@sch.ci.lexington.ma.us](mailto:HRresources@sch.ci.lexington.ma.us). Visit <http://lps.lexingtonma.org/>

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## Newton Public Schools

### 2000-2001 SCHOOL YEAR VACANCIES

We anticipate teaching vacancies in the following areas and levels for the 2000-2001 school year.

#### ELEMENTARY (K-5)

•Elementary Classroom(K-5)  
•World Language/Elem. Spanish •Art •Music

#### MIDDLE SCHOOL (6-8)

•English •Science •Social Studies •Mathematics  
•Librarian •Art •Drama •Music  
•World Language - Chinese, Italian, French, Spanish

#### HIGH SCHOOL (9-12)

•English •History •Mathematics •Science  
•World Lang. - Latin, French, Spanish  
•Guidance Counselors

#### SPED

•SPED Teachers - All Levels  
•Inclusion Facilitators - All Levels •OT's - Elem.  
•COTA's - Elem. •School Psychologist - PT  
•Learning Center Teacher - Elem.  
•SPED Teacher Alternative Program - HS  
•Mobility Specialist - PT •Vision Teachers  
•Speech Therapists  
•SPED Teacher Aides - All Levels

**Application Process:** If interested in applying, please send letter of intent, resume, and copy of appropriate MA certification or status statement by Friday, April 7, 2000 to: Director of Human Resources, Newton Public Schools, 100 Walnut Street, Newtonville, MA 02460.

We regret that we will be unable to respond to telephone inquiries as to the receipt of your materials; however, please be assured that your letter of application and your resume will be reviewed by the Director of Human Resources and/or Principals, Coordinators, High School department heads and school-based interview teams.

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### DEPARTMENT OF HUMAN SERVICES

#### Community School Program Director (Job Code: M248-SP)

Collaborate with the Fletcher Neighborhood Council to develop and manage afterschool enrichment/academic activities, full-day summer camps and vacation camps/activities for children, as well as programs/services for adults, families and seniors. Also provide leadership in council development/advocacy and fundraising. Requires BA/BS; 2 years' experience, preferably developing and managing programs for children, adults and seniors in a community-based setting; and a strong administrative, supervisory, financial and community organizing background. \$23,546 - \$32,047.

#### Caseworker/Elder Services (Job Code: M642-SP) Council on Aging Division

Assist in social service-related client services, including triaging and providing intake, information, referral, and benefits counseling. Prefer BA/BS in human services, and 2+ years' experience in aging or 3 years' proven experience in client services for the elderly. Knowledge of elderly-related network/benefits system and computer skills preferred. \$12.14 - \$16.40 per hour. 3mon. temp position with flexible hours.

### TRAFFIC, PARKING & TRANSPORTATION DEPT.

#### Deputy Director/Traffic Engineer (Job Code: M064-SP)

Assist in the administration/management of an 80-person dept. with operations and engineering/planning responsibilities, oversee an annual \$6 mil. operating budget (\$12 mil. in revenues), and directly supervise the Engineering Division's planning/operations. Requires MS in Civil/Traffic Engineering with eligibility for Mass. P.E., 5-7+ years' management experience, with the ability to manage collaborative teams, create/lead effective community processes, and work well with residents, businesses and elected officials.

#### Transportation Planner (Job Code: M577-SP)

Involves transportation planning for development reviews, neighborhood planning and other studies. Requires MS plus 4+ years' experience or BS and 6 years' experience, a background in preparing/reviewing traffic studies, strong interpersonal skills, and ability to work well on interdisciplinary teams and community planning processes. Both positions also require a strong transportation background, familiarity with urban transportation issues, and excellent verbal/written communication skills. Knowledge of Cambridge community helpful.

### VETERANS' SERVICES

#### Deputy Director (Job Code: M251-SP)

Assist with dept. administration, advise/counsel veterans about benefits they're entitled to by law, and make referrals to other agencies. Must be a Veteran with a H.S. diploma, 3+ years' experience working with a veterans service organization, strong interpersonal skills, and general knowledge of federal/state laws pertaining to veterans and dependents. Mass. driver's license necessary. Experience in Chapter 115 of Mass. General Laws preferred.

We offer competitive salaries and comprehensive benefits. Send resume/cover letter, indicating position desired and Job Code, to: **Personnel Department, City of Cambridge, 795 Mass. Ave., Cambridge, MA 02139; Fax (617) 349-4312. E-mail: [employment@ci.cambridge.ma.us](mailto:employment@ci.cambridge.ma.us)** Visit our website for more details at [www.ci.cambridge.ma.us](http://www.ci.cambridge.ma.us)

The City of Cambridge is an Affirmative Action/Equal Opportunity Employer. (Voluntary Information regarding minority status is welcome). Cambridge residents especially encouraged to apply.

## CITY

## Summer Adventures in Chinatown:

## Program Educates and Stimulates Children

By Helen Wong, co-director of CHAD 2000; and Priscilla Chan, co-director of CHAD 1999

For the last 13 years, more than 70 Chinatown children along with their junior and senior counselors can be seen walking Chinatown's streets towards their summer campsite. These children are participating in the Chinatown Adventure summer camp run by Harvard University's Phillips Brooks House Association (PBHA), a student-run non-profit organization.

Chinatown Adventure (CHAD), founded 14 years ago, is a seven-week summer-day-camp that addresses the needs of Chinatown's youth and provides them with opportunities to learn and experience new things. The camp also strives to supplement parental influence in helping our campers meet academic and social expectations. Our program offers daily classroom stimulation as well as afternoon and weekend field trips intended to complement the curriculum. At \$50 dollars for an entire summer, our program is one of the most affordable in the community.

The program is unique in that it is run by students, which helps keep the price down and the personal interaction high. Two undergraduates from Harvard or other colleges work as the CHAD Camp Directors throughout the year to prepare for the coming summer. Directors raise funds, hire staff, enroll students, and run the program's day-to-day operations in the summer. CHAD's senior counselors, also college undergraduates, teach and mentor one class of around ten students for the seven-week program. Each senior counselor collaborates with a junior counselor, an alumnus of the camp, who assists with classroom and field trip activities.

CHAD fills a much needed role in the community by providing neighborhood children, most of whom could not otherwise afford a private summer camp, with a stimulating summer experience in which they can extend the learning process through hands-on activities, classroom enrichment, and innovative, educational field trips.

Since its inception, CHAD has sought to strengthen its relationship with its collaborators, such as The Chinatown Coalition (TCC), to increase program visibility, extend its ties within the Chinatown community, and improve the direction of service to reflect the changing needs of Chinatown. CHAD's major goals are to provide for the needs of the children and their families.

By providing a positive summer learning environment, we hope (1) to strengthen academic skills, teach life skills, and foster personal growth, (2) to promote cross-cultural awareness as well as self-identity and self-esteem, and (3) to foster maturity and responsibility in teenage junior counselors. In addition, we aim to address parental concerns by keeping the fee as low as possible, and by encouraging parental input throughout the summer. Our annual home visits, potluck dinner, and final show provide opportunities for positive family interaction.

As a former camper, I have stayed involved in CHAD as a junior counselor, a senior counselor, and currently co-director for the summer of 2000. As a child, I was fascinated with my senior and junior counselors. They devoted numerous hours to each of us and were positive role models. They always took the initiative to form close and friendly relationships with us and our families.

I remember how grateful I was to my counselors who dedicated so much time to helping me learn English and basic math skills. I loved going on the field trips, which were planned by my counselors, to places where I usually wouldn't have had the chance to go to because of financial, transportation, or accessibility difficulties. We went canoeing, camping, hiking, and on trips to museums, aquariums, Harbor Islands, amusement parks, and zoos.

I loved my counselors not only because they were nice and caring, but also because they were genuine and passionate about their work. Instead of dismissing us after camp hours, they would hang out with us at the Mass Pike Towers' basketball court or take us to the library to borrow books. On the weekends, they would take us out to the movies or to their dorm rooms to cook and watch movies.

As a junior then senior counselor, I realized that not only does one have to have love for the kids, but one also has to be patient, creative, willing to work collaboratively, and be able to react quickly to emergencies and sudden changes of plans.

I held the responsibility for developing weekly curriculum, planning field trips, overseeing the campers' safety, working with fellow counselors, and communicating to parents about our plans and activities. Though the work is tough and certainly exhaustive, I found it rewarding. Through the years, I have been able to walk through Chinatown and say "Hi" to all my past students and ask them about their well

being. The thought of being a positive influence on their development has kept me inspired and motivated to continue working in the Chinatown community.



**Bone Explorers.** Amy Tsai and Justina Wong, group one campers, take a peek inside a dinosaur skeleton.

Now, as Co-Director of CHAD, I've learned how difficult it is to run a special program like CHAD. Because of the low fee, we must do extensive fundraising by seeking grants and asking community leaders for donations. Money raised is used for the counselors' salaries, field trip expenses, van rentals, and other costs.

Securing community housing and a campsite are the

most frustrating part of the preparation. Since Chinatown is so crowded, finding available space for our campsite and for housing our counselors is challenging. For the past few years, senior counselors have resided in Tufts University's Posner Dormitory. Having senior counselors living in the Chinatown community is a primary reason why we are so successful in building close relationships with our campers. However, this year we were unable to obtain housing at Posner due to their own need for the space.

As for a campsite, we have had space in places such as the Boston High School, the Church of All Nations, Suffolk University and 90 Tyler Street, which will be the site

for this year's camp.

Nevertheless, despite these obstacles and issues, my Co-Director, Kristen Day, and I are ecstatic about CHAD 2000. This summer, we hope that we will be able to work with the Chinatown community on a more intimate level. We realize that because our program directors change yearly, it is hard for us to establish CHAD as a permanent and dedicated program in the community. We look forward to working closely with the Josiah Quincy School, TCC, the South Cove Community Health Center, Boston Y.E.S., the Boston Chinatown Neighborhood Center (BCNC), the Asian Community Development Corporation (ACDC), and other social service agencies in the community.

In addition to our summer camp, we also run an after-school program free of charge. By providing both an affordable summer camp and a free afterschool program, we hope to prove our continuous commitment to the Chinatown community.

For more information or suggestions contact:

Kristen Day (kday@fas.harvard.edu, 617-495-6222)

Helen Wong (hwong2@wellesley.edu, 781-283-7349)

Online: chad@hcs.harvard.edu

## BUNKER HILL COMMUNITY COLLEGE

### Evening Tutoring Supervisor/Trainer Multi-Assistance Center

#### RESPONSIBILITIES:

Manages the operations of the Multi-Assistance Center (MAC) during the evening hours; works with the Multi-Assistance Coordinator to ensure consistency and quality of service during evening hours; assists in the collection of utilization data and monitoring student progress; provides tutoring assistance on an as needed basis; acts as an academic advisor; assists in implementing electronic referral and information systems; develops and conducts training programs for faculty, staff and students in the use of the Datatel Student Information System; provides ongoing support for access to the Datatel system from the Multi-Assistance Center.

#### QUALIFICATIONS:

Bachelor's degree required. Experience in tutoring adult students in an academic learning environment and working with diverse populations is required; familiarity with databases or student information systems is required; excellent communication and computer skills a must; experience with Datatel's Colleague a plus.

**HOURS: MONDAY-THURSDAY 1:00P.M.-9:00P.M. AND FRIDAY 8:30A.M.-4:30P.M.**

**SALARY RANGE: \$34,139 - \$35,404/YR**

**JOB CODE: SP54/FY00**

### Learning Center Coordinator (Massachusetts Community Corrections Education Project)

BHCC, in collaboration with the Office of Community Corrections and the Suffolk County Sheriff's Department, is developing a model for a community correction learning center that will provide innovative educational services. This effort will be led by an individual with a strong background in developmental education, along with knowledge in the correction field and the skills necessary to develop the model center.

#### RESPONSIBILITIES:

The Coordinator is responsible for the day-to-day operation of the OCC Learning Center, an off-site operation of Bunker Hill Community College. Provides direct assessment, tutoring and instructional support to small groups of participants; provides guidance, academic and career advising to clients; arranges for access to computer instruction, schedules classes in collaboration with contractors and appropriate college deans. The Coordinator reports to the Dean of Business, Service and Technology.

#### QUALIFICATIONS:

Bachelor's degree in Education, Counseling or related field required; Master's degree preferred. Ability to work with a diverse client population, especially offenders assigned to a community correctional facility/regimen required. Knowledge of corrections, the court system and rehabilitation programs desirable. Candidates must possess supervisory skills and ability to oversee budget and planning processes. Excellent interpersonal and organizational skills required. Knowledge of instructional technologies helpful.

**SALARY RANGE: \$37,931 - \$50,571 DEPENDING UPON QUALIFICATIONS AND EXPERIENCE. ONE YEAR GRANT FUNDED POSITION.**

**JOB CODE: SP55/FY00**

**CLOSING DATE FOR BOTH POSITIONS: APRIL 28, 2000  
ANTICIPATED EFFECTIVE DATE: MAY 12, 2000**

To apply in confidence, interested candidates should send a resume, cover letter, transcripts and statement addressing each of the qualifications to: Bunker Hill Community College, Molly B. Ambrose, Director of Human Resources and Labor Relations, Job Code: \_\_\_\_\_, 250 New Rutherford Avenue, Boston, MA 02129. Bunker Hill Community College is an Affirmative Action/Equal Opportunity Employer. Women, people of color, individuals with disabilities and others are strongly encouraged to apply.



### Pool Supervisor and Pool Attendants (Lifeguards)

Property Management Company is accepting applications for several pool attendant positions and a pool supervisor. All current certificates are required for CPR, First Aid and lifeguard training. Forty hours a week. 11:00 A.M. to 7:00 P.M. Starting rate \$10.00 per hour. Must successfully pass a pre-employment alcohol and drug screening test. Please stop by the rental office for an application.

Chatham West Associates  
202 Chatham West Drive  
Brockton, MA 02301  
Tel: (508) 580-1404

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### Milton Public Schools 2000-2001

#### Administrator of Special Education (PreK-12)

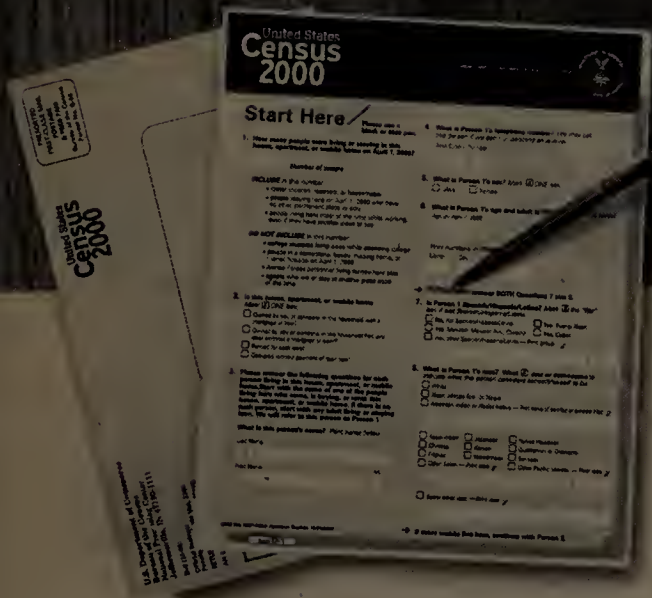
- Supervise all special education programs
- Candidates should be knowledgeable of Ch766/IDEA-97/504 Regulations
- Experience in grant writing, budget, staff evaluation

Candidates should send a resume, letter of interest, 3 letters of reference, certification & transcripts by May 1, 2000 to:

Mary C. Gormley  
Assistant Superintendent  
391 Brook Road  
Milton, MA 02186  
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# 您好！我代表公元2000年人口普查...



為您與下一代，請不要讓它空白

## 如果您尚未填寫，人口普查的代表將到府與您一起填寫

### 我們將親自協助您填寫

您還來得及！如果尚未填寫公元2000年人口普查（Census 2000），來自人口普查的代表會在近期內到府上造訪，並與您一起填寫表格。別忘了，要問他們有沒有帶人口普查的正式識別證。

所填寫的個人資料絕對依法為您保密，凡是住在美國的民眾都應該參與，不論是否為公民。

### 您的參與關係整個社區的未來

每年有\$1,850億美元的聯邦預算用於公共建設與服務，人口普查的統計將是決定如何分配這些預算的因素之一。換句話說，填寫人口普查，我們可能為

自己與華人社區爭取到更多的福利、更多的建設經費，我們有機會獲得更完善的社區服務和教育設施。

所以請參與人口普查，因為您的參與，我們的社區增添一份進步的動力。

United States  
**Census  
2000**  
美國人口普查

# 舞台背後的一段佳話

## 重排話劇「葉落歸根」的因緣起落

四月，一台表現早期中國移民的話劇「葉落歸根」在華裔集中的摩頓市拉開了序幕。緊接著又移師波士頓市區的「趣盟劇院」演出八場。社區居民爭相轉告，場面頗為熱鬧。

「葉落歸根」是根據真人真事改編而成的。故事的時代背景發生在十九世紀中葉的波士頓。一位來自中國廣東的茶葉商人翁阿紹落戶摩頓，他在此間投資成功，不僅生意興隆，而且慷慨樂施，是當地有名的人物。阿紹後來娶了當地白人婦女為妻，生有四名子女，但最後他仍然只身返國終老。此劇是一個傳奇故事，同時又是表現了早期的中國移民生活。可以說，不僅是很多華裔熟悉翁阿紹的故事，而且不少西人耶對這位「來自中國的紳士」懷有很深的敬意。

「葉落歸根」在兩年前是由當時的「中華藝文苑」(現改名「藝文國際」)搬上舞台的。當年的演出獲得極大的成功，這也就是為什麼能在短短的兩年之後便重新排演出台的根本原因。

該劇編劇導演兼製作人朱蓉日前向本報道出一段舞台背後的佳話。稱，人生有許多偶然。「葉落歸根」的重演也有一段可以被稱作「偶然」的故事。

那是九八年五月，當「葉落歸根」演期結束後，有天我接到一位觀眾的電話。這位叫 Neicci Degau 的女士非常熱情地讚美了該劇的內容喝演出，又敘述了一番她如何得到關於劇作公演的消息，以及如何找到趣盟劇院的有趣經歷。「朱導演說，「當時常有人打電話來，邀請參與活動。而我平時很忙，一般應酬的場合都不會參加。於是就客氣地推脫了。」

誰知道這位 Degau 女士卻非常有耐心，過幾日又給朱蓉打去電話，聲稱公元二千年是摩頓市建城三百五十週年的

大慶，而劇中男主角翁阿紹曾經在摩頓居住了十二年，又是當時該市的首富和慈善者。Degau 女士的想法是能夠把這個話劇搬到摩頓的舞台上公演。

其實說起來容易，但瞭解話劇的人都知道，因為每一出戲的演出都不是簡單的重復，必須一切重新開始，自演員的甄選到導演設計師的聘請一直延伸到排演、服裝的添置等等都是要花費相當時日的。所以雖然覺得是個好主意，朱蓉仍然有些猶豫。

正在舉棋不定，Degau 又來電話，這次則約請朱導演去家里共進便飯，並再仔細商討關於「葉落歸根」的公演事宜。

「七月初，我按地址去到一个海濱別墅。主人引入客廳，只見滿堂賓客。朱蓉嘆息道，「這可不是一般的「便飯」，而是一場場面盛大的宴會。」

大家顯然都知道朱蓉的身份，便紛紛前往寒喧暢談。就在這些人中間，朱導演又認識了岳家兄弟姐妹。他們興致勃勃地問起朱蓉是否知道「YOH」這個詞，說自己的父親是中國人，據父親說自己的祖上還是有名的人物，後人還根據其詩譜寫了歌曲云云。

起先朱蓉還有些摸不到頭腦，後來才恍然大悟，這個所謂的「有名人物」原來就是愛國名將岳飛。只是因為他們的發音帶有家鄉四川的口音，久而久之，別人自然就不太明白他們到底指的是哪個姓了。

於是朱導演便將所知道的岳飛的故事一一娓娓道來。雙方頗有相見恨晚之意。三兄妹中的 Remona 接過話題說，「今天碰到你並不是無意間的見面，我們來就是為了你。」原來她和 Neicci 是極好的朋友，兩人常常談起「葉落歸根」和朱蓉。Neicci 則接過話茬說，「今

天我們雖然是第一次見面，但感覺中卻好象早就認識了一樣。」於是她向在座的賓客道出了看「葉落歸根」和結識朱蓉的經過。

那天 Remona 的前夫突然從加州打電話給 Jon Remona 的哥哥，說波士頓的趣盟劇院要演出「葉落歸根」，Jon 就約我一起去看。那天天下著大雨，計程車在趣盟街轉了幾圈都沒有找到趣盟劇院。我們下了車又走了一陣，最後在一家飲食店喝咖啡。開演時間已經到了，我想這場戲看不成了，回家吧。但是 Jon 不放棄，他堅持要去對面的王安劇場去問。結果果然功夫不負有心人，我們還是找到了趣盟並很幸運地買到了票。

這樣一過就是兩年。今天，「葉落歸根」如願再演了，不僅在摩頓而且在趣盟又加演了八場。

「人生有許多偶然」，朱導演說，「至今讓我困惑的是，Remona 的前夫怎麼會想起給離異的妻子的哥哥打電話請他去看一場戲呢？遠在加州的他，又怎會知道趣盟劇場演出這場戲呢？」



上圖為「葉落歸根」男女主角翁阿紹(Joseph M. Salonga)和 Louisa Hentz(Rochelle Fuentes Te 扮演)

## 候補名單開放登記

Academy Homes/Urban Edge 公告：開放住戶候補登記名單給各類收入水平的大眾。開放登記時間為：四月十七日星期一至四月二十九日星期六，自早上十時到下午四時。Urban Edge 的候補登記也將於二千年四月二十九日截止。開放登記的公寓種類為一房公寓到五房公寓。凡符合第八類合同者歡迎申請。Academy 的住房名單將由抽籤決定。

Academy Homes/Urban Edge announces the opening of their wait list for apartments for all income levels. The wait list will be open for two weeks period ONLY, beginning Monday, April 17<sup>th</sup> through Saturday, April 29<sup>th</sup> from 10:00 AM until 4:00 PM. Urban Edge wait list will also close on 4/29/00. Apartments include one through five bedroom units. Qualified Section 8 Voucher holders encouraged. The status of the Academy wait list will be determined by lottery.

您可以在下列地點索取申請函：  
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司徒賢律師在全美十大法律學院、紐約大學畢業，是麻省、新澤西、紐約三州註冊職業律師。曾被香港(一週刊)、台灣(聯合報)、美國世界日報、(Boston Globe)、(San Francisco Chronicle) 訪問有關法律政策。 8120278



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# 你能預防直腸癌

直腸癌，名詞。侵襲結腸及/或直腸（均屬大腸）的癌症。

關於直腸癌，最需知道的是甚麼？

## ◆你能預防直腸癌！

每年，美國有五萬五千人死於直腸癌。癌症中只有肺癌使更多人喪命。任何人都可能患上直腸癌，但它通常侵襲五十歲以上的男女。

好消息！直腸癌屬最可預防的癌症之一。無論你年長或年輕，都有不少東西可做，來減低患癌危機。

降低患上直腸癌危機的檢驗。

五十歲以上該定期做直腸癌檢驗。防止直腸癌的最佳方法是：五十歲之後定期做檢驗。這檢驗能找出不正常細胞的腫瘤（通稱息肉）有時會轉化成癌。能及早發現並移除，你便可以防止生癌。這檢驗並不如想像般難受，而獲益極大：值得去做。

你需要做甚麼檢驗？

直腸癌檢驗有很多種。和保健專家談談，看那種最適合你。

建議採用的檢驗

• 家庭可做的檢驗——每年糞便隱血檢驗 (FOBT)

• 在醫院或診所所做的檢驗——每三至五年做乙狀結腸鏡檢查、每十年做結腸鏡檢查、每十年做灌腸檢查

警告：你的生活方式可能引發直腸癌。

## ◆改變生活方式以降低患上直腸癌的機會

你可以多方改變生活方式以降低患上直腸癌的機會。用這小冊子來選擇你適用的改變。由少量開始，再逐漸增加。

記住：生活方式打算有較大改變以前，先和保健專家談談。

每天最少做三十分鐘體能活動。許多事情都可算是體能活動：嘗試步行、緩跑甚至跳舞。無論任何方式，只要你喜歡便成。總的來說，做得越多越好。保持健康體重。保持健康體重的最佳方法是體能活動。試將它放進日常生活裏。

每星期吃紅肉不多於二至三次。越少吃紅肉越好。請選擇雞、魚、或豆類。

每天服用含葉酸鹽的多種維生素。服用含葉酸鹽（亦稱葉酸）的100% RDA多種維生素，能加強你的保護力。

每天飲酒不超過一次。飲酒會增加患上直腸癌的機會。飲酒同時對健康有正面和反面的效果。和保健專家談談，看飲酒對你有甚麼影響。

每天吃五份（或更多）蔬菜、水果。嘗試每餐都吃蔬果。將果品加入麥片裏。將蔬菜當作小食。

別吸煙。若你吸煙，從今天起嘗試戒掉它。和保健專家談談，尋求幫助。

## ◆那樣辦法最能幫你減低危機？

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和保健專家談談。

避孕丸和停經後的荷爾蒙——服用避孕丸和停經後的荷爾蒙都可以降低患上直腸癌的機會。只是，它們對健康都有正面和反面的效果。和保健專家談談，看它們對你有甚麼影響。

## ◆有甚麼是你沒法控制的？

有些情況會增加患上直腸癌的機會，你卻沒法控制。要是你有其中一項，請告訴保健專家。合作擬出計劃，以檢驗和健康的的生活方式來保護你。

患直腸癌的家系史——要是親人中有入曾患直腸癌，你的危機便較高。在「家族樹」（與「家譜」列法相反）上，這親人與你越接近，你的危機越高。排便系統炎症——患排便系統炎症（如局限性回腸炎或潰瘍性結腸炎）十年或更久，你的危機便較高。

## ◆關於直腸癌的其他資訊

要多點關於直腸癌的資訊，請聯絡

國際癌症協會 National Cancer Institute 1-800-1-CANCER www.nci.nih.gov

美國癌症協會 American Cancer Society 1-800-ACS-2345 www.cancer.org

哈佛防癌中心 直腸癌危機指數 Harvard Center for Cancer Prevention Colon Cancer Risk Index www.hsph.harvard.edu/colonisk

本資訊內容並發行成手冊。是哈佛防癌中心為：麻州直腸癌行動組而製作。如需獲取本手冊，請電617-432-0038 哈佛防癌中心或到網頁 www.hsph.harvard.edu/cancer

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就新近落下帷幕的台灣大選，李遠哲這個名字又忽然被人關注起來。在關鍵時刻他站出來「挺扁」，對民進黨最後的勝利不可謂影響不大。之後又有輿論推舉其組閣，一時之間新聞大起。離開政治，作為科學家的李遠哲是怎樣的人？生活中的他又如何？就職於哈佛大學的張鳳女士筆下的哈佛人李遠哲相信會給人更全面的印象。

中國第一位諾貝爾化學獎得主李遠哲，是伯克萊加大化學系教授。他同時也是哈佛化學系顧問，並有其他許多職稱和頭銜，卻在得獎之後，排除繁多的榮譽和邀請，回到他關懷的故鄉。先於一九九一年秋，在台大開授分子動力學課程，供研究生以上的學者選讀聽講，隔三年再返台於一九九四年春就任台灣中研院院長。雖然李教授一向謙虛表示得獎的意義並不那麼大，又聽說他不願以特殊個案申請較高的待遇，但是以世界學術界對諾貝爾獎的重視（幾年前德州的大學曾將哈佛物理系諾貝爾獎得主之一，以百萬年薪挖角而去可見一斑），能在台灣科學發展約四十年來，第一次請回諾貝爾獎得主，做長期的工作，其中的意義，自不尋常。

李遠哲教授生於一九三六年，新竹人。新竹師範附小、新竹中學畢業，一九五五年保送台大化工系。因見化學教授深夜辛勤研究，一九五六年轉化學系，一九五九年畢業，入清華原子研究所，一九六一年得碩士，當兵，一九六二年赴伯克萊加大攻化學博士，一九六五年畢業，留校做博士後研究。一九六七年春到一九六八年夏曾到哈佛化學系跟賀胥拔(D. Herschbach)教授研究分子化學反應，並因為他的儀器創建奠定一九八六年合得諾貝爾獎的基礎。

一九六八年到一九七三年，任教芝加哥大學，一九七三年到一九九三年冬為伯克萊加州大學化學系教授。

他是外子紹光台大化學系學長，對我倆也像化學前輩陳長謙教授一樣鼓勵

# 生活和教育

訪李遠哲教授



李教授為興趣日夜鑽研，也是享受：「我讀的小兒科醫院的小兒科，我看不大能配合他們的作息，說，爸爸我願意很努力，但是同時也要享受人生！他還不瞭解這個道理。」

許多人注意到他對父母很孝順。每次回台，一定趕到新竹老家探親，父親過世後，更一定在十二月十三日母親蔡配女士壽辰之時帶領全家回去慶賀。他認為父母都是忙碌的老師，他們八個孩子「從小便在嚴格的家教裏學到勤儉上進與敬業的美德，雖然從事實際管教的往往是深思熟慮、思想細緻的媽媽，但父親的身教也是非常重要：辛勤的工作與人生的享受，對他來說永遠沒有矛盾」。這正是他和父親美術家李澤藩先生的最佳寫照，也是他盼望傳達給下一輩的信念。

又抬舉，衷心感激，所以每次他回哈佛顧問，我們總要找機會談談或安排、聆聽他演講。

李遠哲早在獲獎之時，就有一句發人深省的話：個人得獎並不重要，得獎只是讓一些尖端科學家有機會向社會交待他盡力的課題和方向。現代科研實是社會整體之貢獻。

「從前，也常有許多國家的人來邀請我協助推動物理化學，九成我都可以答應，從然辛苦一些，心中是愉快的。得獎之後，我做得比以前多好多，也只能應允邀請中的百分之二十而已，其餘的時間我都跟人在抱歉，就像本來考上的九十分學生，現在變成考二十分，還有些人不明白以為我神氣了，其實答應這兩成我都很恐怕精神不濟，不能勝任。」他說起邀請頻仍，常睡三五小時，透支生命。

「太太在我得獎後兩個月後就說：還掉好了！你為什麼要到處去演講？既痛苦又做不好。本來在實驗室裏你是認真又有成就的科學家。。她很開明，這點對我來說，不見得好。」眾所周知，李太太吳錦麗女士照顧家人不遺余力。

他得獎後會說過一段話，令人印象十分深刻：「我做的每一件事都是我們夫妻倆共同的成就，這是我們結婚之時就講好的：我要為我們兩人共同創一番事業，所以不只是把這榮耀與她分享，完全都是她的，她比我聰明多了，全部榮耀都應該是她的。」這話對我們所有後輩學者之妻都應有莫大鼓舞的力量。接著談到他由小學就是同學、青梅竹馬的妻子，談性似乎更濃了。

「我不是天生的男性主義的人。我們結婚的時候，她也在念書。她原來在台大學外文，從小功課比我好，出國念後教育，但對專注投入學術研究的情形所造成的嚴重性並不清楚。我因為在清華念碩士時就更明了是怎麼回事，當下描繪給她聽：譬如晚上有時不能回家吃飯，她還以為我在說笑話，我一本正經的說確實必須這樣，她想過後，也就接受了。我們兩人的工作會好好分配，她煮飯，我也煮飯。。後來有了孩子之後，成績優異的她才覺得她還是就以相夫教子為目標吧。她是犧牲了很多。我是不願意用犧牲兩個字在太太的工作上，當然這並不公平！我的事業就是她的事業，她做後勤，我打前線，我想我當初總算是講清楚了。常不回家吃飯，是不應該的，能夠的話，我也盡量努力回家吃飯，不過常會忘記，惹太太生氣也就認了！」大學時代常被老師說用功、不懂花前月下的李教授，對太太極為稱讚。

「我雖然盡量照顧到事業和家庭兩方面，有時也不那麼理想。」尤其他對已經大學畢業的兩個兒子一個女兒的教養感到矛盾：「教育孩子實在與實驗室中花費的時間有衝突。我忙於做研究，太太在孩子身上花的時間較多，我常常覺得我該多花點時間教育自己的小孩子，所謂修身、齊家、治國等名訓，我是比較欣賞「幼吾幼以及人之幼，老吾老以及人之老」這句話。譬如說我的小孩他們喜歡新聞學、醫學、社會學。。我就讓他們自由發展，而回實驗室去教導那些不是自己的孩子，但卻與我志同道合的化學系學生。這樣社會是不是比較平衡？是不是比較不自私？」張鳳

題頭照片為作者張鳳和李遠哲

本文已被收入新近由上海文藝出版社出版的「哈佛心影錄」(台灣麥田出版社授權)。因本報篇幅限制，將分兩次連載完。

## IMMIGRATION LAW 移民法專業律師

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## Milton Public Schools Milton, Massachusetts 2000-2001

### Assistant Superintendent For Business

Requirements include:

- Certified or Certifiable as a School Business Administrator
- Masters Degree in Business or School Administration
- Knowledge of school budgets, financial controls, & computer applications with respect to budgets.
- Strong supervision skills
- Experience preferred

Salary: \$80,000 - \$90,000

### Elementary Principal (K-5)

Requirements include:

- Masters Degree
- Massachusetts Elementary School Principal Certification
- Demonstrated Curriculum & Instructional Leadership abilities
- Effective Communication & Interpersonal Skills
- Strong Supervision & Evaluation Skills
- Administrative Experience Preferred

Salary: Competitive

### Administrator of Special Education (Pre-K-12)

Requirement include:

- Supervise all special education programs
- Candidates should be knowledgeable of Ch766/IDEA-97/504 Regulations
- Experience in grant writing, budget, staff evaluation

Salary: Competitive

Applicants should send letter of interest, current resume, copy of current certification, transcripts and current letters of recommendation to:

Mary C. Gormley  
Assistant Superintendent  
391 Brook Road  
Milton, MA 02186

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一磚一瓦：

# 開展亞裔承包商業務

轟鳴的卡車、建築大梁及混凝土骨架、滾滾塵煙、頭戴頭盔的建築隊伍。中國城內不僅高樓在聳立，而且處處在建設之中。華人建築公司正忙於增加經驗，以期在中國城乃至波士頓地區的新一輪發展中發揮更積極的作用。

但是，要想在競標中脫穎而出，小承包商和分包商必須克服幾個障礙，其中最主要的是語言障礙。接下來的障礙包括契約問題、以及能夠處理隨新合同而來的行政手續的良好管理體制。

這些障礙從一開始就像陰影一樣籠罩著中國城的承包商。在一九八五年，當秦繼華籌建「交風企業」(Cross Wind)時，他就面臨著這些困難。據秦說，承包商中有許多競爭。「有時，有四或五個公司競爭同一件工作。」激烈的競爭和壓價競標使得一些公司一蹶不振。秦認為他的公司有別於別的公司是

因為良好的管理。他說，「我們會攷察一切。我們的管理很嚴，這使我們可以發現什麼可行、什麼不可行。」

另一個在八十年代中葉取得成功並持續發展的是「高兄弟建築公司」。吳振華與他的三個兄弟也是在一九八五年成立公司的。在那以前，他們在香港從事十年的裝潢業。當時他們是中國城唯一一家裝潢公司，但那並不保證能成功。

吳說，「當時非常困難，因為沒有人相信華人承包商。在華人社區，人們僱用美國承包商、或者自己動手。他們認為華人不建建築。」

儘管有一開始的不信任，吳家兄弟還是找到了一些小工程。與秦的公司一樣，吳家兄弟成功的最重要的因素是管理。他們以前的經驗以及四兄弟精誠合作使他們得以成功。

說道管理技巧，吳指出有兩點對他的成功至關重要：「我總是全神貫注於工作，而且勇于承擔責任。」他還補充道，「你應該將餐館或店舖看作自己的，這樣才能干好工作。」

中國城承包商和分包商的現在和未來取決於他們能否像秦和吳一樣克服上述的障礙。

## 三大難題

要想成功找到更大的工程，亞裔承包商和分包商必須克服三大障礙。

英語能力的缺乏常常是一個主要障礙。吳兄弟剛開始他們的公司時就如此。

吳說，「剛來時，我們懂得英語都不多。我們甚至不知道材料和工具的名稱，不知道到哪兒去買。當時也沒有一家華人裝潢公司供借鑒。我們一切都得靠自己。」為了提高英語，吳在華美福利會上上了一門課，課程分四個程度，三學期，每期課持續十二個星期。CBA和「波士頓社區發展促進會」(ABCO)也開設ESOL課程。吳還提到提高英語的關鍵：「我得益於每天訓練。」

一旦語言障礙克服後，公司會遇到令人頭疼的契約問題，這通常是在承包大型建築項目或分包項目時必需的。據「少數族裔和婦女經濟援助州長辦公室」(SOMBA)主任David Craig的看法，契約其實就是保險。契約保證承包商有能力履行他們的職責，如若不能，他們的契約保證金將被用來填補虧空。「交風企業」的成功在於有技術的工人、良好的管理和電腦技術。但他們還是努力獲得能使他們承接更大工程的契約。秦說，「對我們來說，獲得好契約不容易。我們得以一步一步來。對小公司，契約公司是一分錢對一分前來的。如果你要一百萬美元的契約，你就得有一百萬美元。」

獲得大項目的契約也是吳兄弟的一大難題。他們可以獲得一百至兩百萬美

元之內的契約，但再往上就似乎有一個玻璃頂。

吳說，「經常有人請我們競標五百至一千萬美元的大項目，但我們從得不到契約。」他還補充道，「你得以進一步的獲得好的契約。」而方法則是向保險公司提供強有力的金融帳目及良好記錄。過去的經歷是個關鍵。若能證明自己的公司最近很活躍、完成了大工程、曾贏得契約，這會說服保險公司給你需要的契約。

第三個障礙是管理。因為獨立作業、缺乏專業支持，即使獲得大合同，像Choi一樣的小承包商也很容易被規章制度、資金流動、規範要求等所嚇倒。秦就遇到過類似的問題。

在契約過程中有許多書面工作要做。準備好必需的文件和金融帳目是像Choi一樣的小承包商建立信譽的方法。這點對從州政府獲得合同尤其重要，州政府的許多項目由「交風企業」承接。

然而，對小公司來說，有機會承接公共項目。由於規模及地位，小公司更容易獲得小合同，但要對付政府項目所要求的成堆的書面文件則很困難。

秦說道，「州及市政府所要求的文件能嚇倒小公司。你需要一到兩個人整時間地準備書面文件。」此外，小公司還受限于他們所能承擔的工作規模。工程大自自然回報高，但所要求的是更多的管理和組織工作。秦這樣評論道，「工程開始之前就應知道經費不值得花。」

關於公共項目，還有一個管理上的考驗，即付款常拖延三至六個月，有時甚至一年，這就會引起資金流動問題。最後，在契約困境及管理挑戰之外，要在社區外找到新合同也很困難，除了那些與政府有關的項目。秦說，「走出社區很難。其它公司不會選小公司。我們得和大公司比標價和技術，還得接受低價錢。不那樣的話，沒有小公司可以找到活幹。」

## 執照是關鍵

雖然契約和管理問題對中國城的小承包商來說是常量，但發展中的公司還是有資源可以利用。

通過利用市和州政府的資源，秦的公司已發展成為三十個僱員、上百萬資產的企業，他建議新興承包商利用市及州政府提供的資助項目。他說他相信所獲得的執照給了他華人社區外發展的機會。

SOMBA為少數族裔以及婦女企業提供全方位的執照。獲得執照的一大優勢就是這些企業在競標某些州和市項目合同時會得到優惠。

Craig說，「獲得執照的過程並不像人們聽說的那樣複雜。如果你準備好了公司的一切資料，整個過程可能不過三十個工作日。」

要

準備的資料包括：少計壁蓋合伙人佔百分之五十一產權的證明材料，以及公司過去的金帳目。



從左到右：Gene Chang, Ann Wong, 秦繼華和Jack Hubbard正在討論有關亞裔承包商在波士頓市政建設中可能的機會和挑戰。

此，對於所有可能獲得執照的公司來說，一個必要的準備就是盡早開始保持良好的金融和經營記錄。為了幫助人們了解申請執照過程，一年之中有五至六次講習班，其中有兩次在波士頓。

為了接觸盡可能多的少數族裔和婦女企業，SOMBA建立了自己的網址，其中列出了獲得執照的公司，並有參加講習班的網上登記表。

Craig是這樣評論執照的重要性的，「執照是一個市場宣傳工具。它的目的是提高承包商獲得合同的能力。但它並不是保證。它會使有執照的公司更具吸引力。」

## 貸款和契約

「社區發展金融公司」(CDFC)是一家半公立性質的州立機構，它提供契約支持項目和小筆貸款。秦的公司就會得此兩項。七年前，他獲得貸款，而且契約項目幫助他得到了他所需要的契約。

秦說，「CDFC的項目為我們提供很好的技術支持，使我們得以上路。一旦獲得契約，我們就可以排除競爭主要合同，沒有人可以忽視我們。」

ABLE是一家SOMBA授予執照的公司，它專門從事小建築公司的契約問題。其成員Joan McNeil說，「每個人都有權獲得契約。我們對各個情況分別研究，並儘量創造契約條件。總有公司願意成交的。我們的工作就是將他們介紹給客戶。契約可能會要求承包商提供百分之十的現金作保證金，另外每年的收費可能為百分之一到三。」

## 改進管理和資金流動

秦所利用的另一個服務是由「麻州小承包商聯盟」(MSOC)所提供的。他的會員資格使他得以接觸到如何更有效地管理公司的信息。擔任MSOC教育培訓項目執行經理的Joyce Foster解釋說，MSOC的課程便宜又實用，科目從使用會計軟件到工作成本都有。

秦也有共鳴，「剛開始時，加入MSOC是我所下的最好的投資。」

另一個有利於改進管理和資金流動的資源在一個講習班上提出來了。該講習班主講是在「城市項目基金會」(UIF)任貸款官員的Brian Maddox。UIF向年銷售額低於五十萬美元的少數族裔公司提供固定的底息貸款，以及利息百分之七或高達十萬美元的貸款額。貸款申請審批的基礎是需要、可能的投資回報、資金流動、發展策略的可行性。

另一個可以幫助亞裔承包商改進管理體系的服務是州政府的「小企業聯合會」及遍布麻州高等院校的由大學資助的「小企業發展中心」。在本地，麻州大學波士頓分校(少數族裔企業資助中心)波士頓學院都有中心。小企業可以在企業規劃、貸款申請、市場研究和佔有等方面獲得管理諮詢服務。這些中心還舉辦研討會和講習班。

也許亞裔承包商所面臨的障礙永遠不會消除，他們至少可以利用這些資源，以便更好地準備迎接任何困難。但是，為了使他們走出社區來工作，大承包商要對這些亞裔公司更包容些。隨著最高法院有關「肯定性行動」法規的放鬆，對少數族裔參與政府資助項目的硬性要求也隨著放鬆，因而波士頓地區對此的目標變得更靈活。事實上，現在的比列由各個項目而確定，其依據是項目的

## 社區簡訊

- 濟慈波士頓聯絡處將於四月二十二日上午十一點至下午四點在波士頓公園舉行大型「愛心遊園會」，為921災區四十五所中小學校重建之希望工程募款。為學童們打造一個希望的未來。並為麻省理工學院學生或其他血友病患者尋找骨髓配對。這次活動有各色表演、素食餐點、遊戲、義賣、骨髓驗血活動。目前尚需一百二十位義工，有善心人請接洽陳光偉先生 (617-678-4994)，或當天現場報名。若捐款，抬頭請寫：Tzu Chi Foundation, Fax ID Number: 942952782，所有捐款可抵稅。
- 第十四屆美籍亞裔年度獎將於五月五日推出「二十一世紀領導新時代獎」。時間將從晚上七點開始，一直持續到午夜任廣大亞裔同仁狂歡。地點設在波士頓公園廣場飯店(Boston Park Plaza Hotel, 64 Arlington St, Boston, MA) 電話：(617) 630-9822
- 昆士醫療中心將在四月二十五日下午五點三十分至七點半舉行「免費皮膚病檢查」。地址在 114 Whitwell Street, Quincy MA 02169。此活動由該院皮膚專科醫師親臨主診。因名額有限，請盡早與黎小姐聯絡：(617) 376-5490。
- DoubleTree 旅館，將於五月二日、三日和六日連續舉行三次大型招聘會，向亞裔社區公開招聘新中國城雙樹旅館二百多個職位。地點：在華美福利會 (200 Tremont Street)。需要知道更多情況，請致電：617-956-7900
- 華埠社區聯盟與亞美社區發展協會聯辦就業機會培訓展覽，將在五月十一日十一時至三時舉行，地點為運道大廈 (10 Park Plaza, Boston)。有需要幫助填寫簡歷表或作求職準備者，可於五月六日下午一時到華人前進會求助。
- 大波士頓愛國者女童軍分會目前正在徵集二〇〇一年度「杰出女性」，候選人提名頒獎儀式將於近秋天舉行自九三年起，每年選出十餘位。希望亞裔能夠推選自己杰出的女性代表作為亞裔少女的楷模。索取推薦表格請接洽：(617) 482-1078 或 1-800-882-1662  
E-mail: leadingwomen@pigtails.org
- 柯德文獎學金自九四年成立以來已經頒發給很多優秀高中三學生。今年的報名截止日期是五月一日，報名者必須符合以下條件：  
一、中國祖籍（華人後代）；二、波士頓地區居民；三、紐英倫地區大學在校學生或已被錄取者。需要申請的請電：617-338-4339
- 紐英倫地區第三屆中國象棋比賽於日前接受報名。為了弘揚中華傳統文化，紐英倫藝術家協會堅持三年舉辦大

賽。本次活動更是得到美洲銀行、潮江春和香滿園兩家餐館的鼎力支持，獎品獎金均為豐厚。初賽於五月初開始，決賽將在月底。具體聯絡：617-728-8588。

• 波士頓華人天主教會四月份下半月活動：二十日，下午七時，主的最後晚餐和靜默崇拜；二十一日，下午五時：拜苦路。二十九日有波士頓總教區全年度聖三十大結局：三十日下午一時在牧民中心舉辦中國食品書籍交流會。聯絡電話：617-482-2949 高德神父

• 中華表演藝術基金會主辦牛頓中文學校協辦的「第九屆全美中文學校國畫書法比賽」定於四月二十二日在波士頓僑教中心公開審核，當場決定結果。並將於五月五日在僑教中心展出。並會延續至美東各地展出。

• 華埠社區議會會於每月第三週的星期二下午六時在華埠夏里臣街一二五號天主教堂舉行。

• 華埠安全委員會會議於每月第一週的星期三上午十時半起，在華埠華盛頓街八八八號華信屋會議室舉行。

• THE WORKPLACE 目前向以下人士提供免費服務，包括機械工具、健康保健或有關電腦訓練課程。符合以下條件者可以前往接洽：  
一、你在過去十二個月內沒有工作；二、你居住在波士頓或工作於波士頓的公司；三、你的英文水準有限，及你是拉丁美洲人或亞洲人。電話：617-737-0093X106

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